

## 4. ORGANIZATIONAL ROLES AND RESPONSIBILITIES

The organizational placement of the Office of Science (SC) within the Department and the organizational structure of SC is shown in Appendix A. SC is an integral part of the Department's Energy, Science and Environment program reporting to the Under Secretary. Within SC, the Office of Laboratory Operations and Environment, Safety and Health (SC-80) coordinates infrastructure, ES&H, and construction management activities within the SC science programs and between the field, laboratories, DOE HQ, and other agencies. The ES&H Division (SC-83) is the central focal point for ES&H matters, including NEPA, within SC-80 and SC HQ.

### 4.1 Director of the Office of Science (SC-1)

DOE Order 451.1B stipulates the responsibilities of secretarial officers for implementing NEPA's procedural provisions. SC-1 is responsible for ensuring the preparation of an environmental impact statement or SC Proposals and forwarding it to the Assistant Secretary for Environment, Safety and Health for approval. In addition to meeting requirements established in the Regulations, responsibilities include the items below

- Submitting a notice of intent to prepare an environmental impact statement to the Assistant Secretary for Environment, Safety and Health for issuance.
- Issuing a record of decision for an environmental impact statement, after obtaining the concurrence of the Assistant Secretary for Environment, Safety and Health in its environmental content and ensuring that DOE counsel concurs in its legal adequacy.
- Preparing any mitigation action plan required under the DOE Regulations before taking an action that is the subject of a mitigation commitment made in a record of decision.
- Tracking and annually reporting progress made in implementing, and the effectiveness of, any mitigation commitment made in a record of decision.

## 4.2 Office of Laboratory Operations and Environment, Safety and Health (SC-80); and the Environment, Safety and Health Division (SC-83)

SC-80 consists of three divisions: the Construction Management Support Division (SC-81), the Laboratory Infrastructure Division (SC-82), and the Environment, Safety and Health Division (SC-83). The mission of SC-80 is to provide leadership and a corporate focal point in areas of operations, construction management, infrastructure, and ES&H, in order to support the conduct of world-class science at SC laboratories. The goals of SC-80 are as follows:

- Ensure that required programmatic facilities are constructed on time, and within scope and schedule
- Ensure that general purpose infrastructure are mission ready,
- Ensure that environment, safety, and health (ES&H) are fully integrated with research and support activities and are conducted in a manner that is protective of the workers, the public and the environment
- Ensure that operations reflect cost effective and efficient stewardship of Department of Energy (DOE) funding and assets

SC-83 provides the ES&H technical expertise for SC HQ and serves as a resource to the field elements that implement research activities sponsored by SC. SC-83 consists of ES&H professionals with a variety of disciplines that enable SC to utilize a systematic and interdisciplinary approach to ensure the integrated use of the natural, social, engineering, and environmental sciences in SC planning and decision making. SC-83 provides overall crosscutting coordination of ES&H and technical support for SC. This includes the broad QA elements of ES&H including: planning and leadership; technical support to the SC program and field elements; policy development; standards, guidance and procedures development; communications development and coordination; training and workshops; and lessons learned and continuous improvement initiatives. The SC NCO is located within the SC-83 organization.

## 4.3 Office of Science NEPA Compliance Officer

The SC NCO has the responsibilities and authorities as defined and stated in:

- DOE Order 451.1B Chng.1
- July 15, 1992, EH memorandum on the role of the NCO; and the June 13, 1994, Secretarial Policy Statement on NEPA.

These are found in the DOE NEPA Compliance Guide. The NCO is responsible for overseeing SC's implementation of NEPA's procedural provisions that are defined in 40

CFR 1500-1508, 10 CFR 1021, and the other requirements, regulations, policies, and procedures identified in this QA Plan. Additionally, the SC Stewardship Functions, Responsibilities, and Authorities Document (dated June 2000) includes the preparation, review and approval of NEPA documentation under the Integrated Safety Management function of analyzing hazards. The SC NCO oversees the NEPA portion of that function for SC HQ. The NCO reports to SC-1 through the SC-83 Division Director and the SC-80 Associate Director.

The General Responsibilities of the Office of Science NCO are:

- Providing assistance to and enabling the SC Program Offices and NEPA Document Managers in their line management responsibility for implementing NEPA and effectively utilizing the EIS process to support planning and decision making, as part of SC's stewardship of science;
- Assuring the integrity of the EIS process and assuring that EISs prepared under the purview of SC HQ meet DOE's standards for quality and adequacy;
- Assuring quality assurance and continuous improvement in the implementation of NEPA and the SC EIS process by using the principles of Quality Assurance (DOE Order 5700.6C), as appropriate;
- Working with the Field Organization NCOs to ensure the quality of EISs prepared under the purview of the Field Organizations in support of decision making on SC-sponsored actions, projects, and research activities,
- Review and concur in all of the formal elements of the document management process for all EISs under the purview of SC HQ, as well as those EISs under the purview of Field Organizations for SC sponsored activities administered by the Field.

#### 4.4 Office of Science Program Associate Director Offices

The SC Program Associate Director Offices constitute the HQ line management for sponsorship of the SC scientific and research mission. Line management is responsible for implementation of NEPA's procedural provisions in order to support project and program planning and decision-making. The initial role of the Associate Directors are to provide for the funding of the EIS preparation process, and procure contractor technical assistance when that is needed (as per section 6.2.3 below). The SC Program Associate Directors are the primary "owners" of SC's EISs.

Each of SCs four Program Associate Director Offices contain one staff representative who serves as the ES&H representative and the official "NEPA Contact" to receive correspondence and information from the DOE Office of NEPA Policy and Assistance (EH-42). Each NEPA Contact also has been provided with a copy of the DOE NEPA Compliance Guide. The NEPA Contacts provide assistance to the Program Office Research Program Managers who are responsible for the planning, cost, schedule, and management of the research projects and programs governed by DOE Order 430.1 (and

other requirements) and for integrating the NEPA process with project planning and scheduling.

#### 4.5 Office of Science NEPA Document Managers

For those EISs prepared under the purview of SC HQ, a staff member of the sponsoring SC HQ Program Associate Director Office normally will serve as the NEPA Document Manager (NDM). This individual may be a Research Program Manager or the Program Office's NEPA Contact. The role of the NDM is defined and explained in several DOE documents: the Secretary's June 13, 1994, NEPA Policy Statement; DOE Order 451.1B Chng. 1 on NEPA; and the DOE NEPA Contracting Reform Guidance of December 1996 (all of which are found in the DOE NEPA Compliance Guide). Additionally, the SC and Chicago Operations Office NCOs have collaborated to prepare practical guidance for SC's NDMs that is based on recent experiences, both at HQ and in the field. Guidance documents for NDMs are included as Appendix B. In this NDM role, the SC Program Offices have the responsibility for implementing the EIS document preparation, management, review and approval process by:

- Scheduling the EIS process within the overall SC project management process so that it is completed in a timely and cost effective manner;
- Coordinating and stewarding the SC HQ NEPA review, concurrence, and approval process;
- Utilizing a NEPA document management committee of internal SC and DOE stakeholders to review and concur in the preparation of the EIS;
- Ensuring that the public participation process is undertaken with a spirit of openness and full disclosure and that comments from public reviews are taken into consideration when applicable.
- Reviewing and commenting on EISs prepared under their purview, especially those aspects of the EIS that describe and analyze the technical and scientific features of the project;
- Communicating comments and revision needs on EISs for their projects to the EIS authors and/or laboratory sponsors through the Operations Offices;
- Managing the quality and adequacy of the EISs and consulting and coordinating with the SC NCO;
- Preparing an EH Lessons Learned survey after the completion of the EIS process (see section 6.3.1 below);
- Providing for creation and maintenance of the administrative record on the EIS process (see section 6.1.4 below).

#### 4.6 SC Program Managers

For those EISs prepared for SC activities under the purview of a Field Organization, a program manager (PM) of the sponsoring SC HQ Program Associate Director Office (AD) normally will serve as the line management point of contact. The assigned PM will

coordinate with the Associate Director's NEPA Contact, the SC NCO, and the field NDM. The line PM's responsibilities are similar to the HQ coordination role of the NDM for an EIS. The PM's responsibilities are as follows:

- Coordinating and stewarding the SC HQ review, concurrence, and approval process, with assistance and advice from the SC NCO.
- Reviewing and commenting on the EIS, especially the program and technical features of the project being analyzed.
- Communicating SC HQ comments and revision needs to the NDM in the field.
- Consulting and coordinating with the SC NCO
- Assisting and maintaining the EIS Administrative Record.
- Serving as the champion for supporting the cost and schedule of the EIS in SC HQ.